

**149 Aurora Psychiatric Hospital**  
1220 Dewey Avenue  
Wauwatosa, WI 53213  
414-454-6600

Fiscal Year: 01/01 to 12/31  
Type: Psychiatric

County: Milwaukee  
Analysis Area: Milwaukee County (2B)  
Volume Group:

Control: Other Not-For-Profit

|                                               |         | All PSYCH Hospitals |       | FY 2021 vs. 2020 |       |
|-----------------------------------------------|---------|---------------------|-------|------------------|-------|
| Selected Utilization Statistics               | FY 2021 | Value               | Ratio | FY 2020          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                     |       |                  |       |
| Psychiatric                                   | 62.6%   | 77.1%               | 0.81  | 68.6%            | 0.91  |
| Alcoholism/Chemical Dependency                | 0.0%    | 68.7%               | N/A   | 47.5%            | 0.00  |
| Total Hospital                                | 72.5%   | 75.6%               | 0.96  | 64.2%            | 1.13  |
| <b>Average Census (Patients)</b>              |         |                     |       |                  |       |
| Psychiatric                                   | 55.1    | 29.4                | 1.88  | 52.1             | 1.06  |
| Alcoholism/Chemical Dependency                | 8.7     | 4.5                 | 1.91  | 9.5              | 0.91  |
| Total Hospital                                | 63.8    | 33.8                | 1.89  | 61.6             | 1.03  |
| <b>Average Length of Stay (Days)</b>          |         |                     |       |                  |       |
| Psychiatric                                   | 4.3     | 6.6                 | 0.65  | 4.3              | 0.99  |
| Alcoholism/Chemical Dependency                | 3.1     | 3.8                 | 0.80  | 3.3              | 0.94  |
| Total Hospital                                | 4.1     | 6.2                 | 0.66  | 4.2              | 0.99  |
| <b>Outpatient Visits</b>                      |         |                     |       |                  |       |
| Non-Emergency Visits                          | 55,398  | 55,302              | 1.00  | 53,769           | 1.03  |
| Emergency Visits                              | 0       | 1,331               | N/A   | 0                | N/A   |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                     |       |                  |       |
| Administrators                                | 14.0    | 8.5                 | 1.65  | 14.0             | 1.00  |
| Nurses, Licensed                              | 126.0   | 47.8                | 2.64  | 123.5            | 1.02  |
| Psychologists                                 | 78.5    | 8.3                 | 9.41  | 80.5             | 0.97  |
| Social Workers                                | 4.0     | 27.2                | 0.15  | 2.0              | 2.00  |
| All Other Personnel                           | 251.0   | 130.9               | 1.92  | 257.0            | 0.98  |
| Total FTEs                                    | 473.5   | 222.7               | 2.13  | 477.0            | 0.99  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                     |       |                  |       |
| Administrators                                | 14.1    | 11.8                | 1.19  | 14.7             | 0.96  |
| Nurses, Licensed                              | 127.3   | 66.9                | 1.90  | 130.0            | 0.98  |
| Psychologists                                 | 79.3    | 11.7                | 6.80  | 84.8             | 0.94  |
| Social Workers                                | 4.0     | 38.0                | 0.11  | 2.1              | 1.92  |
| All Other Personnel                           | 253.6   | 183.1               | 1.38  | 270.4            | 0.94  |
| Total FTEs                                    | 478.3   | 311.5               | 1.54  | 502.0            | 0.95  |

**Total Hospital:**

Beds Set Up & Staffed 88  
Discharges 5,676  
Inpatient Days 23,275

**Contract with:**

Health Maintenance Organization (HMO) Yes  
Preferred Provider Organization (PPO) Yes

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>12/31/2021 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| <b>General Medical-Surgical</b>       |                   |                                     |                          |                      |                    |                           |                               |
| Adult Medical-Surgical, Acute         | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Orthopedic                            | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Rehabilitation & Physical Medicine    | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Hospice                               | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Acute Long-Term Care                  | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Other Acute                           | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Pediatric, acute</b>               | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Psychiatric</b>                    | 1                 | 88                                  | 4,700                    | 20,108               | 62.6%              | 55.1                      | 4.3                           |
| <b>Alcoholism/chemical dependency</b> | 1                 | 0                                   | 1,035                    | 3,167                | 0.0%               | 8.7                       | 3.1                           |
| <b>ICU/CCU</b>                        |                   |                                     |                          |                      |                    |                           |                               |
| Medical-Surgical Intensive Care       | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Cardiac Intensive Unit                | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Pediatric Intensive Care              | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Burn Care                             | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Mixed Intensive Care                  | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Step-Down (Special Care)              | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Neonatal Intensive/Intermediate Care  | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Other Intensive Care                  | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Subacute care</b>                  | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Other inpatient</b>                | 3                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

| Occupation                                  | Number Full-Time | Number Part-Time | Number FTE | Occupation                            | Number Full-Time | Number Part-Time | Number FTE   |
|---------------------------------------------|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators     | 14               | 0                | 14.0       | Surgical Personnel                    | 0                | 0                | 0.0          |
| Physicians & Dentists                       | 21               | 3                | 21.9       | Radiological Services Personnel       | 0                | 0                | 0.0          |
| Medical & Dental Residents                  | 0                | 0                | 0.0        | Sonographers                          | 0                | 0                | 0.0          |
| Dental Hygienists                           | 0                | 0                | 0.0        | Respiratory Therapists                | 0                | 0                | 0.0          |
| Registered Nurses                           | 81               | 53               | 114.5      | Occupational Therapists               | 2                | 0                | 2.0          |
| Certified Nurse Midwives                    | 0                | 0                | 0.0        | Occupational Therapy Assistants/Aides | 1                | 0                | 1.0          |
| Licensed Practical Nurses                   | 3                | 0                | 3.0        | Physical Therapists                   | 0                | 0                | 0.0          |
| Ancillary Nursing Personnel                 | 2                | 7                | 4.0        | Physical Therapy Assistants/Aides     | 0                | 0                | 0.0          |
| Medical Assistants                          | 3                | 0                | 3.0        | Recreational Therapists               | 1                | 4                | 3.2          |
| Physician Assistants                        | 2                | 0                | 2.0        | Dietitians & Nutritionists            | 2                | 2                | 3.1          |
| Nurse Practitioners                         | 7                | 1                | 7.0        | Psychologists                         | 66               | 25               | 78.5         |
| Certified Registered Nurse Anesthetists     | 0                | 0                | 0.0        | Social Workers                        | 4                | 0                | 4.0          |
| Clinical Nurse Specialists                  | 1                | 1                | 1.5        | All Other Health Professionals        | 65               | 31               | 81.0         |
| Health Info Mgmt-Administrators/Technicians | 3                | 2                | 4.2        | All Other Personnel                   | 97               | 36               | 116.5        |
| Pharmacy Personnel                          | 7                | 3                | 9.0        |                                       |                  |                  |              |
| Clinical Laboratory Personnel               | 0                | 0                | 0.0        |                                       |                  |                  |              |
|                                             |                  |                  |            | <b>Total</b>                          | <b>382</b>       | <b>168</b>       | <b>473.5</b> |

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Wauwatosa, WI 53213

|                                                          |               |       | All PSYCH Hospitals               |              | FY 2021 vs. 2020                       |              |
|----------------------------------------------------------|---------------|-------|-----------------------------------|--------------|----------------------------------------|--------------|
| Selected Financial Statistics                            |               |       | Value                             | Ratio        | FY 2020                                | Ratio        |
| <b>Gross Revenue as % of Total Gross Patient Revenue</b> |               |       |                                   |              |                                        |              |
| Medicare                                                 | \$19,794,750  | 13.4% | 9.3%                              | 1.43         | 14.7%                                  | 0.91         |
| Medical Assistance                                       | \$65,694,839  | 44.4% | 41.4%                             | 1.07         | 46.4%                                  | 0.96         |
| Commercial                                               | \$59,091,431  | 39.9% | 44.3%                             | 0.90         | 36.9%                                  | 1.08         |
| All Other                                                | \$3,395,341   | 2.3%  | 5.0%                              | 0.46         | 2.0%                                   | 1.12         |
| <b>Deductions as % of Total Gross Patient Revenue</b>    |               |       |                                   |              |                                        |              |
| Medicare                                                 | \$14,893,742  | 10.1% | 5.9%                              | 1.69         | 11.0%                                  | 0.92         |
| Medical Assistance                                       | \$51,537,014  | 34.8% | 19.7%                             | 1.77         | 35.6%                                  | 0.98         |
| Commercial                                               | \$31,272,929  | 21.1% | 17.0%                             | 1.24         | 19.1%                                  | 1.10         |
| Charity Care                                             | \$917,675     | 0.6%  | 1.7%                              | 0.36         | 0.5%                                   | 1.25         |
| Bad Debt                                                 | \$2,134,025   | 1.4%  | 0.8%                              | 1.90         | 1.2%                                   | 1.19         |
| All Other                                                | \$1,626,173   | 1.1%  | 0.9%                              | 1.20         | 1.2%                                   | 0.94         |
| Total Deductions                                         | \$102,381,558 | 69.2% | 46.0%                             | 1.50         | 68.5%                                  | 1.01         |
| <b>Other Revenue &amp; Net Gains or Losses</b>           |               |       |                                   |              |                                        |              |
| Other Revenue as % of Total Revenue                      |               | 6.5%  | 20.3%                             | 0.32         | 11.5%                                  | 0.57         |
| Net Gains/Losses as % of Net Income                      |               | 0.0%  | 5.5%                              | N/A          | 0.0%                                   | N/A          |
| <b>Expenses as % of Total Expenses</b>                   |               |       |                                   |              |                                        |              |
| Salary/Fringe Benefits                                   | \$28,100,418  | 57.3% | 48.3%                             | 1.19         | 60.1%                                  | 0.95         |
| Supplies & Services                                      | \$17,851,798  | 36.4% | 48.9%                             | 0.75         | 33.4%                                  | 1.09         |
| Capital Component                                        | \$3,066,106   | 6.3%  | 2.9%                              | 2.16         | 6.4%                                   | 0.97         |
| <b>Fiscal Statistics</b>                                 |               |       |                                   |              |                                        |              |
| Operating Margin (%)                                     |               | -0.5% | 6.0%                              | N/A          | 5.1%                                   | N/A          |
| Total Hospital Net Income (%)                            |               | -0.5% | 6.4%                              | N/A          | 5.1%                                   | N/A          |
| Return on Equity (%)                                     |               | -0.5% | 7.6%                              | N/A          | 5.1%                                   | N/A          |
| Current Ratio                                            |               | 2.34  | 2.7                               | 0.87         | 1.98                                   | 1.18         |
| Days in Net Patient Accounts Receivable                  |               | 55.86 | 45.3                              | 1.23         | 55.96                                  | 1.00         |
| Average Payment Period                                   |               | 28.34 | 46.1                              | 0.61         | 34.95                                  | 0.81         |
| Equity Financing (%)                                     |               | 92.1% | 56.7%                             | 1.62         | 90.7%                                  | 1.02         |
| Long-Term Debt to Equity Ratio                           |               | 0.00  | 0.4                               | N/A          | 0.00                                   | N/A          |
| Times Interest Earned                                    |               | 0.75  | 30.5                              | 0.02         | 3.87                                   | 0.19         |
| Total Asset Turnover                                     |               | 1.06  | 1.2                               | 0.89         | 1.00                                   | 1.06         |
| Average Age of Plant (Years)                             |               | 8.29  | 11.1                              | 0.74         | 7.28                                   | 1.14         |
| Increase (Decrease) Total Net Patient Revenue            |               | 5.5%  | 9.8%                              | 0.56         | -18.4%                                 | N/A          |
| Outpatient Gross Revenue (% of Total GPR)                |               | 35.0% | 53.1%                             | 0.66         | 34.9%                                  | 1.00         |
| <b>Net Revenue Statistics</b>                            |               |       |                                   |              |                                        |              |
| Inpatient Net Revenue per Discharge                      | \$4,665       |       | \$7,565                           | 0.62         | \$4,633                                | 1.01         |
| Inpatient Net Revenue per Day                            | \$1,127       |       | \$1,228                           | 0.92         | \$1,111                                | 1.01         |
| Outpatient Net Revenue per Visit                         | \$384         |       | \$742                             | 0.52         | \$366                                  | 1.05         |
| <b>Income Statement</b>                                  |               |       | <b>Assets</b>                     |              | <b>Liabilities &amp; Fund Balances</b> |              |
| Gross Patient Revenue (GPR)                              | \$147,976,359 |       | Cash & Cash Equivalents           | \$1,418,530  | Current Liabilities                    | \$3,648,333  |
| Less Deductions                                          | \$102,381,558 |       | Net Patient Receivables           | \$6,978,079  | Long-Term Debt                         | \$0          |
| Net Patient Revenue                                      | \$45,594,801  |       | Other Receivables                 | \$78,442     | Other Liabilities                      | \$0          |
| Plus Other Revenue                                       | \$3,178,895   |       |                                   |              | Subtotal                               | \$3,648,333  |
| Total Revenue                                            | \$48,773,693  |       | Land, Buildings & Equipment (Net) | \$37,666,777 | Unrestricted Fund Balance              | \$42,555,116 |
| Less Expenses                                            | \$49,018,322  |       | Other Assets                      | \$61,621     | Restricted Fund Balance                | \$0          |
| Non-Operating Gains/Losses                               | \$0           |       |                                   |              | Total Liabilities & Fund Balance       | \$46,203,449 |
| Net Income                                               | -\$244,629    |       | Total Assets                      | \$46,203,449 |                                        |              |